



Shelter Partnership

523 West Sixth Street, Suite 616 Los Angeles, California 90014 Fax (213) 689-3188 (213) 688-2188

STUDIES BY SHELTER PARTNERSHIP, INC.

- *A Housing Provider's Guide to the California Assisted Living Waiver*, November 2009. A PDF version is available online.
- *Survey of Special Needs Housing Projects Funded by the Housing Authority of the County of Los Angeles (HACoLA)*, June 2009. A PDF version is available online.
- *Is Mixed-Population Housing a Solution to Homelessness?*, January 2009. A PDF version is available online.
- *San Gabriel Valley Regional Homeless Services Strategy: Phase 1 Report*, October 2008. A PDF version is available online.
- *Homeless Older Adults Strategic Plan*, March 2008. A PDF version is available online.
- *An Evaluation of the Housing Authority of the City of Los Angeles Section 8 Homeless Housing Choice Voucher Program*, September 2007. A PDF version is available online.
- *An Assessment of the LAHSA Year Round Program (2004-2006)*, August 2007. A PDF version is available online.
- *2006 Short-Term Housing Directory of Los Angeles County: Supplementary Report*, June 2008. A PDF version is available online.
- *2006 Short-Term Housing Directory of Los Angeles County*, October 2006. A PDF version is available online.
- *Operating at Capacity: Family Shelters in Los Angeles County*, May 2006. A PDF version is available online.
- *Criminal Background and the Admissions Process: A Review of Management Policies Among Affordable Housing Providers in Los Angeles County*, November 2005. A PDF version is available online.
- *A Strategic Housing Plan for Special Needs Populations in Los Angeles County*, September 2005. This strategic plan was prepared for the New Directions Task Force, on behalf of the Los Angeles County Special Needs Housing Alliance. A PDF version is available online.
- *An Assessment of Los Angeles County's Emergency Shelter System*, August 2005. This report was commissioned by the Los Angeles County Board of Supervisors. A PDF version is available online.
- *Ending Chronic Homelessness Among People with Mental Illness: The Community Model*, February 2005. The document is available at www.CommunityModelLA.org.
- *A Strategic Plan for Providing HIV/AIDS Housing with Supportive Services in Los Angeles County*, September 2003. This report was prepared for the Los Angeles Housing Department, on behalf of the Los Angeles HOPWA Advisory Committee. The document can be viewed at www.ci.la.ca.us/LAHD.
- *Housing, Supportive Services, and Funding Available to Special Needs Populations in Los Angeles County*, September 2003. This report was commissioned by the County of Los Angeles Interagency Operations Group, on behalf of the Special Needs Housing Alliance. A PDF version is available online.
- *A Report on the Family Development Networks in the City of Los Angeles*, March 2003. A PDF version is available online.
- *A Report on the Funding Needs of Domestic Violence Shelters in the City of Los Angeles*, October 2002. A PDF version is available online.
- *A Survey of General Relief Recipients: Housing, Utilization of Systems of Care, and Employability Status*, December 2001 (\$5.00).
- *Downtown Women's Needs Assessment*, October 2001 (\$10.00).
- ❑ *Funding Opportunities Directory for Homeless Activities in Los Angeles County*, June 2001 (\$10.00).
- ❑ *A Report on Cold/Wet Weather Shelter Utilization in Los Angeles County*, July 2000 (\$5.00).
- *Short-Term Housing Directory of Los Angeles County*, April 2000 (\$15.00).
- *A Report on Housing for Persons Living with HIV/AIDS in the City and the County of Los Angeles*, June 1999. For a free copy, please call the City of Los Angeles Housing Department HOPWA Program at (213) 808-8926.
- *A Report on the Impacts of the Implementation of the Five Month Time Limit on General Relief Cash Benefits in Los Angeles County*, April 1999 (\$10.00).
- *Permanent Housing For the Homeless: A Study and Directory of Resources*, Los Angeles County, February 1999 (\$10.00).
- *A Report on Transitional Housing for Emancipated Foster Youth in Los Angeles County*, April 1997 (\$10.00).
- *A Report on Domestic Violence Shelters in the City and the County of Los Angeles*, January 1997 (\$10.00).
- *The Number of Homeless People in Los Angeles City and County, July 1993 to June 1994*, November 1995 (\$5.00).
- *A Report of Implementation Plans for Los Angeles Area Homeless Initiative*, September 1994 (\$10.00).
- *A Study of Vacancies in Emergency Shelter & Transitional Housing Beds in Central City East*, March 1994 (\$5.00).
- *An Evaluation of the Los Angeles Section 8 Homeless Programs*, June 1992 (\$5.00).

Online publications available at: <http://shelterpartnership.org/Publications.htm>

To order a copy of any publication not available online, send a check to:

SHELTER PARTNERSHIP, INC.

523 West Sixth Street, Suite 616, Los Angeles, CA 90014



Shelter Partnership, Inc.

Shelter Partnership, Inc. is dedicated to alleviating, preventing and ending homelessness by assisting in the development of short-term housing programs, affordable permanent housing, and supportive services for the homeless and potentially homeless throughout Los Angeles County.

Since 1985, Shelter Partnership has been driven by its recognition that the problem of homelessness is a complex social issue. Effectively addressing the crisis requires taking action in two arenas simultaneously. One is the highly technical and policy-oriented arena of housing, which requires knowledge of regulations, legislation, and accessing public and private funds. The other arena entails creating supportive services that help homeless and potentially homeless persons make a lasting transition to independence and stability.

While hundreds of social service providers work daily to meet the needs of the estimated 51,000 persons who are homeless each night in Los Angeles County, **only one organization exists to serve those frontline agencies and to ensure that they receive all the support they need to realize their missions.** Through Shelter Partnership's efforts, service providers have been able to secure funding and clear technical hurdles, resulting in thousands of new units of transitional and permanent housing for homeless families and disabled individuals. They have gained the knowledge and skills required to take direct positive action in addressing the needs associated with homelessness. And they have been able to ensure that their clients have access to the most basic resources.

Shelter Partnership's leadership in **creating collaborative applications** has garnered critical public monies for the County. Since 1994 alone, the area has accessed

- **more than \$1 billion in federal funds.** This included a \$20 million U.S. Department of Housing and Urban Development (HUD) award, which Shelter Partnership initiated and developed, and which represented one of only five HUD grants given nationally on behalf of its federal homeless initiative program.
- Shelter Partnership reinforces its provision of basic assistance through the immensely successful **S. Mark Taper Foundation Shelter Resource Bank** project. Since 1989, the award-winning project has secured over \$181 million worth of new, high-priority goods and has distributed them, *free of charge*, to frontline agencies serving the homeless and the very poor. In 2011 we distributed \$8.6 million in goods to 233 projects. These goods include personal care products, cleaning supplies, clothing, beds and blankets, diapers, and toys. By meeting immediate needs, the project enables participating agencies to focus their energies and scarce resources on intake, case management, support services, and organizational capacity building. **The only one of its kind in the country**, the project has also leveraged corporate participation in the struggle against homelessness, with more than 600 unduplicated donors since inception. The vast majority of the donors are corporations, and for them, the benefits of participation include above-cost tax deductions, positive public relations, and the opportunity to free-up warehouse space and participate in corporate philanthropy.
- Shelter Partnership's **detailed reports**, most often commissioned by local policymakers, have consistently resulted in invaluable and up-to-date assessments of the area's needs and resources. We are taking a leadership role with Menorah Housing Foundation in implementing our 2008 *Homeless Older Adults Strategic Plan*, which has already resulted in more than 200 individuals over 62 years of age securing permanent, affordable housing.
- Shelter Partnership's **technical assistance efforts** run the gamut from assisting in the design and implementation of the City of Los Angeles' 2009, \$29 million Homeless Prevention and Rapid Re-housing Plan that has already assisted over 900 households to administering a \$350,000 bus token program to providing assistance to local governments and non-profit agencies in program development and implementation.

Shelter Partnership receives general and project support from foundations, corporations, the City and County of Los Angeles funding sources, and many generous individuals, all of whom recognize the exponential benefits of the organization's work.

A sturdy bridge between frontline agencies serving the homeless, public officials whose policy decisions impact those agencies and their clients, and members of the private sector who share our concerns, Shelter Partnership remains a well-informed and viable leader in the struggle against homelessness in Los Angeles County with 27 years of service. Please visit our website at www.shelterpartnership.org and become a fan on Facebook.

How to Write Winning Service Plans

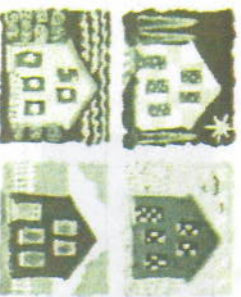
LA County DMH Housing Institute

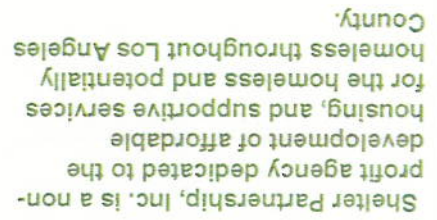
June 12, 2012

Steve Renahan
Senior Policy Advisor

Shelter Partnership, Inc.
523 W. 6th Street, Suite 616
Los Angeles, CA 90014

shelterpartnership.org






- I. Excellence in
- Service Planning
- II. Lessons from
- Grant Writing 101
- III. Examples
- IV. Tips



- Identify needs of target population.
- Thoughtfully design supportive services plan responsive to needs.
- Select service provider partners strategically. Consider:
 - Experience with target population
 - Location
 - Breadth of services
 - Demonstrated success & outcomes



Services plus



Grant Writing Do's

- Read the program regulations, NOFA/RFP, and Application to determine if you should apply.
- Prepare a Schedule of Tasks to guide your activities.
- Give yourself plenty of time to prepare the proposal and obtain signatures and supporting documents.

I. Excellent

Service Planning

II. Grant Writing 101

III. Examples

IV. Tips



Even More Excellent Service Planning

- Execute Memoranda of Understanding (MOUs) with lead service agency & additional supportive service providers.
- Include service providers in developing project design, budget, & house rules.
- Fund the services plan.


I. Excellent

Service Planning

II. Grant Writing 101

III. Examples

IV. Tips



More Excellent Service Planning

- Identify a single lead service agency & specialized providers.
- Decide whether to employ an in-house service coordinator or work with outside agencies.
- Identify provider partners & collaboratively plan services.
- Plan outreach & engagement.
- Plan transportation to off-site services.


I. Excellent

Service Planning

II. Grant Writing 101

III. Examples


IV. Tips



Grant Writing Do's

I. Excellent	Service Planning
II. Grant Writing 101	Grant Writing 101
III. Examples	Examples
IV. Tips	Tips


- Proofread
- Make sure that the proposal is packaged in a way that allows the reviewer to easily read.
- Make sure that original and copies have all pages, paginated.
- Put attachments in the correct sections. Points may not be awarded if information is not in the correct section.



Grant Writing Do's

I. Excellent	Service Planning
II. Grant Writing 101	Grant Writing 101
III. Examples	Examples
IV. Tips	Tips


- Be careful when copying and pasting.
- Give yourself plenty of time to review the proposal.
- Have someone who has not written the proposal review the proposal to check for consistency and thoroughness.
- Give yourself plenty of time to package the proposal.



Grant Writing Do's

I. Excellent	Service Planning
II. Grant Writing 101	Grant Writing 101
III. Examples	Examples
IV. Tips	Tips


- Use headings, subheadings, and key words in the narratives.
- Answer all questions. For questions that are "not applicable," state "not applicable."
- Answer the question in the correct section. Points may not be awarded if information is not in the correct section.



Grant Writing Don'ts

I. Excellent	Service
II. Grant	Planning
III. Examples	Writing 101
IV. Tips	


- Include information that is not requested, especially agency brochures, newspaper clippings, & certificates, unless requested.
- Go over the page limits.
- Forget to proofread. Do not rely on the computer for spelling and grammar.



Grant Writing Don'ts

I. Excellent	Service
II. Grant	Planning
III. Examples	Writing 101
IV. Tips	

- Be creative with language. Use the language of the RFP and Application.
- Make the reviewer search for required info.
- Create superior formats.
- Rebut.



Grant Writing Do's

I. Excellent	Service
II. Grant	Planning
III. Examples	Writing 101
IV. Tips	

- Head the due date.
- Test electronic submissions for pagination errors and other weirdness.
- Follow instructions re content of MOUs and support letters.
- Ensure consistency among narrative, budget, staffing chart, MOUs

Date		Time		Location		Weather		Wind		Temp		Humidity		Pressure		Visibility		Clouds		Remarks	
Day	Month	Year	Hour	Minute	Place	Condition	Direction	Speed	Altitude	Surface	Atmosphere	Relative	Barometer	Distance	Height	Amount	Base	Top	Remarks		
1	1	1900	00	00	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
2	1	1900	01	01	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
3	1	1900	02	02	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
4	1	1900	03	03	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
5	1	1900	04	04	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
6	1	1900	05	05	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
7	1	1900	06	06	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
8	1	1900	07	07	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
9	1	1900	08	08	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
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18	1	1900	17	17	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
19	1	1900	18	18	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	

I.	Excellent	
	Service	
	Planning	
	Writing 101	
III.	Examples	
IV.	Tips	

Insider Info!

Appendix 8

Service Requirements by Target Population

I. Excellent Service Planning

II. Grant Writing 101

III. Examples

IV. Tips

[illegible]

Insider Info!

1. **Prerequisite:** Graduate students who are currently finishing a previous and relevant

2. **Programs:** Graduate students who are currently finishing a previous and relevant

3. **Programs:** Graduate students who are currently finishing a previous and relevant

4. **Programs:** Graduate students who are currently finishing a previous and relevant

5. **Programs:** Graduate students who are currently finishing a previous and relevant

6. **Programs:** Graduate students who are currently finishing a previous and relevant

7. **Programs:** Graduate students who are currently finishing a previous and relevant

8. **Programs:** Graduate students who are currently finishing a previous and relevant

9. **Programs:** Graduate students who are currently finishing a previous and relevant

10. **Programs:** Graduate students who are currently finishing a previous and relevant

Spot the Problem:

Read the scenario below and identify the problem(s) in the scenario. Write your answer in the space provided.

Scenario: The following information was obtained from a review of the financial records of the City of Springfield, Illinois, for the year ended December 31, 2010. The City's financial records are maintained on a cash basis. The City's financial records are maintained on a cash basis. The City's financial records are maintained on a cash basis.

Account	Balance	Debit	Credit
Accounts Payable	100,000		
Accounts Receivable	200,000		
Capital Assets	500,000		
Current Assets	100,000		
Current Liabilities	100,000		
Fixed Assets	500,000		
Long-Term Liabilities	100,000		
Net Assets	500,000		

I. Excellent

II. Grant

III. Examples

IV. Tips

Spot the Problem:

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Net Assets	500,000		

I. Excellent

II. Grant

III. Examples

IV. Tips

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Fixed Assets	500,000		
Long-Term Liabilities	100,000		
Net Assets	500,000		

I. Excellent

II. Grant

III. Examples

IV. Tips

Service Plan Components

- Geo need and population description
- Lead provider & partners capacity
- Service plan
- Outreach
- Transportation
- Staffing, inc resumes & specs
- Budget
- Property management
- Resident involvement
- Outcomes

IV. Tips

III. Examples

II. Grant Writing 101

I. Excellent Service Planning

Spot the Problem 2:

Review provided by the grant writer. Reviewer, identify, correct, problem, and provide the grant writer with a list of corrections. Reviewer, identify, correct, problem, and provide the grant writer with a list of corrections. Reviewer, identify, correct, problem, and provide the grant writer with a list of corrections.

IV. Tips

III. Examples

II. Grant Writing 101

I. Excellent Service Planning

Spot the Problem 2:


Review provided by the grant writer. Reviewer, identify, correct, problem, and provide the grant writer with a list of corrections. Reviewer, identify, correct, problem, and provide the grant writer with a list of corrections.

IV. Tips

III. Examples

II. Grant Writing 101

I. Excellent Service Planning



Tenant Empowerment

I. Excellent


Service Planning

II. Grant Writing 101

III. Examples

IV. Tips

- Develop consensus House Rules.
- Employ tenants as property management employees.
- Appoint tenants to the owner's board of directors.



Tenant Empowerment

I. Excellent


Service Planning

II. Grant Writing 101

III. Examples

IV. Tips

- Plan to support routine project-wide meetings.
- Conduct elections of floor representatives.
- Elect a tenant council.
- Solicit input on spending priorities.
- Complete Satisfaction surveys on management and service practices.



Tenant Empowerment

Mission Statement

I. Excellent



Service Planning

II. Grant Writing 101

III. Examples

IV. Tips



"To improve the quality of life for building residents by involving and empowering them to participate in management, social, recreational and political issues which affect the tenants of the building."

Evolution of Resident Services

I. Excellent	• Birthdays parties
II. Grant	• Field trips
III. Examples	• Property managers 3-ring binder
IV. Tips	• Case manager for crises



- Individual Service Plans
- Comprehensive plans & partners
- Screening in; preventing eviction
- Empowered tenants

Popular Rebutals & Omissions to Avoid

I. Excellent	• "Can't plan services until we lease and survey tenants."
II. Grant	• "The budget and staffing plan include only what capital funder pays for (or only the lead service provider)."
III. Examples	• Job descriptions of people who actually provide services.
IV. Tips	• Transportation to off-site

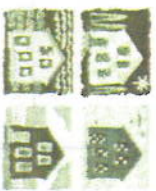
- Transition plan

Popular Inconsistencies to Avoid

I. Excellent	• Budget vs. MOU mismatch.
II. Grant	• Staffing vs. MOU mismatch.
III. Examples	• Budget vs. Staffing mismatch.
IV. Tips	• Service plan vs. Budget.

- Staffing, & MOU
- Plan screens in; property manager screens out.
- Plan preserves tenancies; property manager evicts.
- Project has PBV; PM does TO



Help is available...

...from the Corporation for Supportive

Housing (CSH): Not a Solo Act

http://www.csh.org/wp-content/uploads/2012/03/NotSoloAct_final_312.pdf

Or contact:

Nicky Viola, Senior Project Manager,

nviola@shelterpartnership.org

Steve Renahan, Senior Policy Advisor,

srenahan@shelterpartnership.org